

PERSONNEL OFFICE SURVEY REPORT

**I. ORGANIZATIONAL COMPONENT**

- A. Office of Communications
- B. Career Service Board

**II. BRIEF FUNCTIONAL STATEMENT**

**A. Philosophy**

The Office of Communications has a carefully conceived program for developing the fullest potentialities of its manpower. This program has three basic aspects:

1. Appointment - Selecting the best qualified, available person for a specific job.
2. Rotation and Transfer - Moving persons to new jobs in accordance with their most valuable qualifications and the organization's needs.
3. Promotion - Setting standards for promotion and defining or administering promotion policies which will encourage qualified employees to make their career with the organization.

**B. Function**

It is the function of the Career Service Board in the Office of Communications to act as an advisory body to the Assistant Director, Office of Communications, on this program. The Board is specifically responsible for O/C personnel below the grade GS-12 level. (Personnel in grades GS-12 and above are the responsibility of an ad hoc committee whose chairman is the ADCO.) In order to effect the review of the potential of each employee on a continuing basis, the CSB has been assigned the following specific tasks:

1. Appointment
  - a. Reviewing the qualifications and the growth potential of all candidates for positions in grades from GS-7 to GS-12.
  - b. Recommending "vestibule training" on the basis of an examination of the candidate's pre-entry training, experience, and the job requirements.

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## 2. Rotation and Transfer

a. Reviewing the performance and qualifications of each employee (GS-7 through GS-11) in order to plan work assignments consistent with his potential and the needs of the office.

b. Recommending specific training programs and reviewing requests for training designed to stimulate the employee to improve his efficiency and further his development.

## 3. Promotion

a. Reviewing the grade status of each employee periodically to assure that certain standards are maintained.

b. Reviewing the performance and qualifications of each employee periodically to insure that he receives warranted promotions.

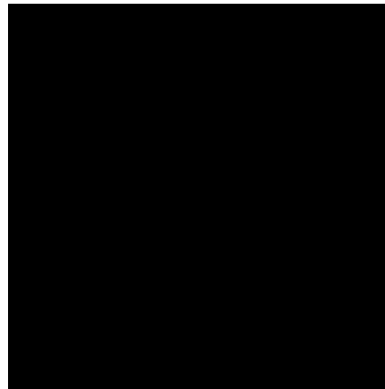
c. Recommending specific training for those individuals who have demonstrated potential for promotion.

## C. Personnel

The Career Service Board is composed of the following individuals:

ADCO - Chairman, ex officio  
DADCO - ex officio  
Special Assistant to the  
ADCO, Chairman  
Division Chiefs - Members

Ass't. Chief, Personnel Branch -  
Executive Secretary  
Chief, Training Branch -  
Training Advisor  
Recording Secretary



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In addition, the PDC Placement Officer ~~as a~~ meets with the Board as an advisor on Agency placement policies and procedures.

## D. Meetings

The Career Service Board normally meets twice each week at 2:00 p.m. Monday and Thursday. The Monday meeting is usually devoted to the consideration of individuals who are due for rotation to a new assignment. The Thursday meeting is usually devoted to the consideration of those eligible for promotion. This schedule is kept sufficiently

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flexible for consideration of any personnel problem calling for Board action.

### III. DETAILED FUNCTIONAL STATEMENT

#### A. Appointments

1. The file and all supporting papers for each candidate for a position in grades GS-7 through GS-12 are reviewed by the CSB after all interviews have been completed. The Board examines the record of the individual's background and experience, education (formal and technical), military experience, stability, character, and general suitability. These factors are evaluated in terms of the immediate job requirements and the long range requirements of the office. The Board makes a recommendation to the ADCO, including the reasons, as to whether the candidate should or should not be employed.

2. When the Board has recommended that an individual be hired, it considers the individual's technical strengths and weaknesses; it then proposes a program of training designed to assist the individual to improve his qualifications. The Training Officer, who sits as an advisory member of the Board, participates in developing the program and becomes responsible, with the Chief, Personnel Branch, for the execution of the approved program.

#### B. Rotations and Transfers

##### 1. Rotations

Rotation is the movement of personnel between Headquarters and the Foreign Field. The following is a chronology of steps taken in the Rotation process:

##### a. Foreign Field Employee

Employee - Prepares Home Leave and Reassignment Request and forwards to Headquarters through immediate supervisor and Area Chief six months prior to completion of tour of duty.

Immediate Supervisor - Prepares an efficiency report and completes his portion of the Home Leave and Reassignment Request form.

Area Chief - Reviews the Request and Efficiency Report; completes his portion of both forms; forwards to Headquarters.

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Personnel Branch, Foreign Section - Receives Request from Field, checks for completeness; if incomplete, obtains information from Field; forwards to Executive Secretary.

Executive Secretary - Reviews for completeness; instructs clerk to place employee's name on forthcoming CSB agenda and forwards to operating Division Chief.

Operating Division Chief - Reviews Request and prepares recommendation; forwards Request with recommendation to Executive Secretary.

Executive Secretary - Reviews recommendations for indications of additional coordination; instructs clerk on supporting papers to be prepared.

Clerk - Assembles O/C personnel folder, official personnel folder, other required data; prepares CSB Data Sheet; holds case for action by Board; prepares draft agenda and forwards to Recording Secretary.

Recording Secretary - Prepares and distributes final agenda to Board.

Executive Secretary - Presents the case to Board Chairman for Board review.

Career Service Board - Reviews all data and prepares recommendation to ADCO; members dictate Board's recommendation to Recording Secretary; Board's recommendation specifies training required.

Recording Secretary - Prepares Board Action Memorandum for approval of ADCO; hand carries Memorandum to each Board member for signature; hand carries signed Memorandum to DADCO.

Deputy Assistant Director, Office of Communications - Reviews the case for completeness; reviews the recommendation for adequacy and conformance with Office policy; presents to ADCO. (If DADCO disagrees, case is returned to Board for further consideration.)

Assistant Director, Office of Communications - Approves recommended action and returns to Recording Secretary. (If ADCO disagrees, the case is returned to the Board for further action.)

Recording Secretary - Pulls one copy for Board file; forwards remaining copies to Executive Secretary.

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Executive Secretary - Notifies appropriate Foreign Section to initiate action. (See statement on Foreign Section.)

Note: Employee has option of appearing before Board for discussion of assignment when he returns to Headquarters.

b. Headquarters and [REDACTED] Employee

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Procedure is same as that of Field except that memorandum from appropriate Headquarters Division replaces HL&R Request Form. Initial assignments below GS-7 grade are not required to be submitted to the Board.

2. Transfers

a. Foreign Field Employee

Employee - Prepares memorandum of request for transfer which is forwarded through channels to appropriate Foreign Section.

Personnel Branch, Foreign Section - Reviews Request for completeness; forwards to appropriate Headquarters Division.

Headquarters Division - Reviews Request and all supervisory comments to determine merits; employee is usually asked to hold Request until his return to Headquarters to discuss future with O/C; if employee agrees, file is forwarded to appropriate Foreign Section until his return; if employee does not agree, file is presented to Board for review.

Career Service Board - Reviews case and gives tentative approval; instructs Executive Secretary on case.

Executive Secretary - Shops file in O/C; re-submits for finalization by Board.

Career Service Board - Recommends employee's release if no suitable assignment for employee found in O/C and he persists in desire for transfer; instructs Executive Secretary to complete action.

Executive Secretary - Requests FDC to shop file or advises appropriate Agency component of employee's availability; notifies employee that upon transfer his career in O/C is terminated.

b. Headquarters and [REDACTED] Employee

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Employee - Prepares Memorandum of Request for Transfer which is forwarded through channels to Division Chief.

Division Chief - Forwards Request with comments (if he cannot dissuade employee) to Personnel Branch.

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Chief, Personnel Branch - Shops file within O/C; if no acceptable assignment found, refers request to Board for final action.

Career Service Board - Instructs Executive Secretary concerning case.

Executive Secretary - Upon approval of Board, requests SAC to shop file or advises appropriate Agency component that employee is available; notifies employee of Board's decision and informs him that upon transfer, his career in O/C is terminated.

### C. Promotions

#### 1. Function of norm listing.

The Office of Communications has developed a system for ranking its employees within GS grade groups for the purpose of insuring that each individual's performance record and promotion eligibility are periodically reviewed. This system is organized around a norm rating or index. The norm rating is an arithmetical expression of the following factors;

- a. Years of experience (years since High School graduation)
- b. Years of formal education (above High School)
- c. Years of CIA and related experience
- d. Years in present grade

The values assigned to each of these items are added and the total is the norm score. An average norm score is computed for each GS grade group, which is used to measure the relative significance of an individual's norm score to that of the GS group as a whole.

#### 2. Cases of GS-7 through GS-11

The Career Service Board reviews the performance and qualifications of each individual of this group in the order of the norm listing. The Board schedules these reviews so that every individual's case (in this grade group) comes before the Board periodically. The Assistant Chief, Personnel Branch, in his capacity as Executive Secretary, is responsible for maintaining the norm listing and for placing an individual's name on the Board's agenda sufficiently in advance of the review date to allow for obtaining recommendations and concurrence from the appropriate Area and Headquarters Division Chiefs.

The following is a chronology of steps taken in the promotion process:

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Clerk - Notes by inspection of norm listing that employee's case is due for CSB review; notifies Executive Secretary of name, grade and station; places name on forthcoming agenda.

Executive Secretary - Advises immediate supervisor that employee's case is scheduled for CSB review; requests recommendations on basis of employee's recent performance and qualifications for higher grade. (If Foreign Field, requests "Efficiency Report".)

Immediate Supervisor - Prepares recommendation and Personnel Evaluation Report (if due) or Efficiency Report; forwards to Area or Division Chief.

Area or Division Chief - Reviews recommendations and PER or Efficiency Report; prepares recommendation and completes his portion of PER or Efficiency Report; forwards to Executive Secretary.

Executive Secretary - Reviews recommendations and Reports for completeness and indication of additional coordination; instructs Clerk on supporting papers to be prepared.

Clerk - Assembles official personnel folder, O/C personnel folder, and other required data; prepares "CSB Data Sheets"; holds case for action by Board.

Career Service Board Chairman - Presents case to Board by summarizing employee's record, recommendations of supervisors, and other significant information.

Career Service Board - Considers employee's pattern of development, growth potential, and significance of promotion as related to his future use within O/C; members reach agreement on action to be taken; members dictate Board's recommendation to Recording Secretary. (If employee requires training, or additional experience to qualify for promotion, Board specifies training or experience required and tables case pending development of qualifications.)

Recording Secretary - Prepares Board Action Memorandum for approval of ADCO; hand carries Memorandum to each Board member for signature, hand carries signed Memorandum to DADCO.

Deputy Assistant Director for Office of Communications - Reviews the case for completeness; reviews recommendation for adequacy and conformance with Office policy; presents to ADCO. (If DADCO disagrees, case is returned to Board for further consideration.)

Assistant Director for Office of Communications - Approves recommended action and returns to Recording Secretary. (If ADCO disagrees, the case is returned to the Board for further action.)

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Recording Secretary - Pulls copy of Memorandum for Board's files; forwards to Personnel Branch for action.

Personnel Branch - Notifies appropriate Area or Division Chief of Board action and prepares SF-52 which is forwarded to PD(C).

### 3. Cases taken out of Norm listing order.

The use of a norm listing insures that the performance and qualifications of each individual are periodically reviewed and that, on the basis of this review, each individual is periodically considered for promotion. This system is kept sufficiently flexible to encourage the recognition of outstanding performance and qualifications. An Area or Headquarters Division Chief, may, at any time, recommend the promotion of an individual. This recommendation is received by the Personnel Branch. The Assistant Chief reviews the request for completeness and holds it for the next meeting of the Board. The recommendation is considered by the Board and a determination is made as to whether it should be placed on the agenda for formal Board action. If the case is accepted as proper for Board action, it is developed and handled in the same manner as the routine cases.

### 4. Cases below GS-7

An individual whose grade is below GS-7 is considered for promotion on the basis of a recommendation of an Area or Headquarters Division Chief or on the basis of time in grade. The normal time in grade requirement is six months for all grades up to GS-5 and nine months for grades 5 and 6. When an individual's name comes up on this basis, the Assistant Chief, Personnel Branch, obtains concurrence from the appropriate Area or Headquarters Division Chief and then places the individual's name on the list of these cases maintained for presentation to the CSB. The Board reviews these cases on a weekly basis. After the Board has made its recommendation, the case is forwarded to the ADCO through the DADCO for approval. Upon such approval, the Personnel Branch takes the necessary action.

## D. Miscellaneous Activities

### 1. Marriage of Employees to Foreign Nationals

At the request of a Division Chief, the Board will review the case of an outstanding employee who has married a foreign national. The Board accepts the case for review if the employee is qualified for an available position which does not require cryptographic clearance and if the Security Office does not object to the employee's retention in the Office of Communications.

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## **2. Disciplinary Cases**

In unusual disciplinary cases, the Board may be asked to review the facts developed and to present a recommendation for the ADCO's consideration.

## **3. Office of Communications Training Activities**

a. The Board has sponsored an external training program for Scientific and Engineering personnel of O/C. The purpose of this program is to enhance the attractiveness of a career in O/C for professional personnel by providing an avenue to continued professional development.

b. The Board conducts follow-up reviews of supervisory and administrative training programs such as Human Resources Training Program.

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Activities of O/C Career Service Board for the  
Period 16 May through 15 August 1953

<u>Type of Case Processed</u>	<u>Number of Cases Processed</u>
Rotation	
Intra-Office . . . . .	48
Inter-Office . . . . .	1
Promotion	
Intra-Office	
Approved . . . . .	72
Disapproved . . . . .	32
Priority Requests Retained in Norm Listing . . . . .	21
Inter-Office	
Approved . . . . .	1
Disapproved . . . . .	0
Priority Requests Retained in Norm Listing . . . . .	0
Applicant Reviews . . . . .	8
Employee Hearings . . . . .	14
Tours Extended . . . . .	4
Released for "shopping" . . . . .	6
Training . . . . .	14
Requests to Harry Foreign Nationals . . . . .	3
Cases Tabled . . . . .	50
Total Cases Processed	274